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14 January 1970

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relationship?*

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT : Career Service Board Functions
and Responsibilities

1. This memorandum contains some of my thoughts and recommendations regarding the delegation of certain Career Service Board and Competitive Evaluation Panel functions and authority to the respective Group and Staff Chiefs. I have attached for reference information a copy of my April 1968 memorandum on this subject and the most recent NPIC Instruction on the Career Service.

Good point // 2. During my two years with NPIC I have recommended and supported efforts to delegate to senior Center management sufficient authority to make personnel decisions which directly affect their respective components. I still feel this way, but I think we are reaching a point where we must move very carefully. It would be just as bad for the 1970 Career Board to consider almost nothing as it was for the 1967 Board to consider almost everything.

3. The following are some of the advantages which I believe accrue from meetings of the Career Board on a regular basis approximately every two weeks:

- Yes* a. Career Service Concept - Reinforces idea of a career in NPIC rather than in a Group. Provides a mechanism and encouragement for rotational assignments.
- ?* b. Consistency - Insures fair and equal treatment for all members of the Career Service.
- Yes but* c. Direction - Enables members to see how the Chairman views various actions and keeps Groups moving in the same direction.
- "* d. Sharing and Innovation - Members learn how other Groups are meeting their problems and adopt worthwhile new ideas.
- Yes* e. Conscience - Serves as a conscience for members when there is the temptation of taking the easy way out.

Declass Review by NIMA/DOD

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GROUP 1
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yes but f. Flexibility - Provides maximum flexibility in considering total promotions or assignments available in the Career Service.

yes g. Control - Permits Chairman to exercise either broad or specific control as circumstances warrant in order to monitor the personnel program.

4. There are also some very serious disadvantages which must be acknowledged. These include:

yes a. Dual Responsibility - Members must represent both their own Groups and the total Career Service.

yes, yes b. Knowledge Gap - Members have a limited knowledge of employees in other Groups and are, therefore, not fully prepared to make decisions regarding their careers.

yes c. Routine Actions - It is a waste of valuable time and degrading to members to ask them to rubber stamp actions which they cannot contribute to or to consider matters which are of little significance.

yes d. Delay - It takes considerable time and preparation to process actions through the Board.

yes but e. Uninformed Decisions - Members sometimes do not have the time or inclination to review proposed actions before the Board meets.

5. In considering a revision of Career Board functions I believe that two aspects should be considered. First, what is the Career Board now doing that should be delegated? Second, how can the Career Board take a more dynamic and meaningful role in the NPIC personnel program? I believe that the following functions of the Career Board could be delegated as follows:

? - a. Competitive evaluation of GS-14 personnel to Panel A.

b. Approval of promotions to grades GS-11 and below by Group Chiefs with the following provisos:


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1. In accordance with Career Service policy.
2. Refer to Board if promotional headroom is not available.
3. Regular review by Board of approved promotions.
6. The following are some of the actions I would suggest to improve the way the Career Board functions:
 - yes a. Expect that some items will come to the Board simply for information or review. There is a communications value in such action which should not be overlooked.
 - yes b. Encourage Members to state their true feelings rather than act as gentlemen. A free flow of ideas and opinions can be very useful.
 2. c. Consider a democratic approach in which the majority rules and there is no pressure for a unanimous vote.
 - yes d. Provide time for Members to report on significant personnel developments in their Groups.
 - yes e. Arrange for younger members of the Career Service to meet with the Career Board and to present their ideas directly.
7. With regard to competitive evaluation, I believe that the recommendations of Panel A should be adopted with the understanding that the true value of the system is centered in the attention which the Groups give to their personnel during the evaluation process. I believe that Panels A and B should be more concerned with the patterns and trends which develop rather than the accuracy of each individual rating.


Chief, Personnel Branch

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